

SECRET

Executive Registry 0800140003-7 67-2809/7

DD/S 68-0174

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Inspector General's Survey of the Agency Honor Awards Program

REFERENCE : (a) Memo dtd 6 Sept 67 to DD/S fr Exec. Dir. -Comp., same subj. *67-2809/6*

(b) Memo dtd 18 Aug 67 to Exec. Dir. -Comp. fr DD/S, subj: IG's Survey of the Honor Awards Program *67-2809/4*

1. This memorandum is for your information.

2. In reference (b) we advised you that the Office of Personnel would study Agency components employing Wage Board people to determine whether the circumstances or conditions of employment warrant other incentive programs. This was in response to Recommendation No. 6 of the IG's Survey which read:

It is recommended that:

The Deputy Director for Support direct the Director of Personnel to look into those situations where maintenance of morale is recognized to be difficult and, considering the needs of the Agency as a whole, recommend to officials directly concerned appropriate programs to encourage and recognize superior performance.

Comment

The study of the need for additional incentive programs has been completed and we find that with the recent implementation of an awards program in the Office of Logistics for the mail and courier personnel our incentive programs are suitable for present circumstances. Although the IG's recommendation was primarily directed at the Wage Board area, the study was widened to also include examination of situations where similar conditions might exist.

The Office of Personnel is prepared to assist in installation of other incentive programs, tailored to the circumstances, in any area where such a need may develop. I am satisfied that we do not have at the present time conditions in any area where a new incentive program should be immediately initiated. We are aware of a possible need in the low-paid GS system of but we wish to monitor the Office of Logistics' program before

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proposing anything for RI. We are conscious of the fact that in establishing a program which might fail, morale problems might be aggravated rather than relieved.

The general problem of formal recognition for groups of employees whose combined performance warrants it has also been considered. Our conclusion is that the most suitable and effective form for such recognition is a written commendation presented with proper ceremony by the appropriate senior official responsible for the unit, with a copy of the commendation filed in the personnel folder of each employee concerned. We would thus hope to avoid payment of money to such groups since these payments would be all but impossible to manage with full equity.

3. The Office of Personnel will continue to monitor areas where the initiation of an incentive program might be applicable as a means of improving employee morale.

R. L. Bannerman
Deputy Director
for Support

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SA-DD/S:RBW:dlk (16 Jan 68)

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MEMORANDUM FOR: Admiral Taylor

The attached IG Survey of the Agency Honor Awards Program is largely historical and the recommendations are not of major importance. You may wish to read the Summary and the Appendices beginning on page 41. If you care to read the recommendations, they are easily found at the clips on pages 31, 33, 34, 36, 38, and 39.



L. K. White

3 July 1967
(DATE)

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED.

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67-2809/6

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6 SEP 1967

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inspector General's Survey of the
Agency Honor Awards ProgramREFERENCE : Memorandum for the Executive Director-
Comptroller from the Deputy Director
for Support, same title, dated 18 August 1967

1. I am in general agreement with the positions taken in response to recommendations made by the Inspector General in his Survey of the Agency Honor Awards Program. They are based on reasonable grounds and fulfill the intent of the recommendations. Actions being taken by the Director of Personnel and the Honor and Merit Awards Board on Recommendation No. 3, to make awards consistent throughout the Agency and to surface those cases worth considering for certificates, appear adequate to meet the problems addressed in Recommendation No. 2, which proposed more definitive criteria for the Certificate of Merit, and which the Board with some justification believed might be counterproductive.

2. I agree that we should discuss the proper role of the Board in the selection of Agency nominees for Public Service Awards. The Inspector General believes that the Director of Personnel has misconstrued the second aspect of that recommendation (No. 7) that "the Board assume responsibility in stimulating" nominations. It was not his intent that nominations be "forced" but rather that Board members use their comprehensive knowledge to assist their respective components to spot legitimate nominees for external awards. ✓

3. I look forward to the outcome of your studies with regard to Recommendation No. 1 (wearable emblems), and No. 4 (incentive programs for Wage Board employees).

/s/ L. K. White

L. K. White

Executive Director-Comptroller

cc: Director of Personnel

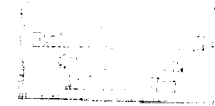
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Executive Registry

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67-2809/4

18 AUG 1967

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Inspector General's Survey of the Honor
Awards Program

1. Attached, pursuant to your request of 23 June, are responses to the recommendations contained in the Inspector General's May 1967 survey of the Agency's Honor Awards Program.

2. Since the recommendations in the survey were addressed principally to the Director of Personnel and to the Honor and Awards Merit Board which he chairs, he has prepared the responses with which I concur.

3. The studies and other actions called for by Recommendations No. 1 and 4 of the survey are still in progress. As these are completed, separate reports will be presented to you. In addition, I want to talk with you further regarding the proper role of the Honor and Merit Awards Board in the selection of Agency nominees for Public Service Awards (Recommendation No. 7).

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

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AEO:DD/S:WFV:dlk (14 Aug 67)

DD/S 67-3978: Memo dtd 4 Aug 67 to ExecDir-Comp fr
D/Pers, same subj.

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IG Survey

Next 3 Page(s) In Document Exempt

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23 JUN 1967

MEMORANDUM FOR: Director of Personnel

**SUBJECT : Inspector General's Survey of the
Agency Honor Awards Program**

You have received copies of the Inspector General's
Survey of the Agency Honor Awards Program. Please furnish
me within sixty days a summary of actions taken or comments
on the recommendations that are addressed to you.

/s/ L. K. White

L. K. White
Executive Director-Comptroller

O/IG (1 June 1967)

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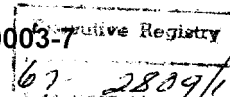
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23 JUN 1967

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inspector General's Survey of the
Agency Honor Awards Program

You have received a copy of the Inspector General's
Survey of the Agency Honor Awards Program. Please
furnish me within sixty days a summary of actions taken
and comments on the recommendations addressed to the Support
Services.

15/

L. K. White
Executive Director-Comptroller

O/IG (1 June 1967)

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